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ABSTRACT

This guidebook is about changing the way people think about setting goals; it is about identifying goals that are important and meaningful. Creating those kinds of goals means taking stock of personal values--what one believes and how one can act to carry out those beliefs--in five key areas of life: career, self, family, community, and spirit. Once someone has identified what is really important, he or she can create goals that will help with self-improvement and can carry out those values through repeated actions. The goals created will be "SMART" (specific, measurable, attainable, realistic, and timed). The Center for Creative Leadership has identified three main reasons why goals fail to inspire and motivate change: The goal is not valued; the goal is not specific enough; and the goal is not supported by others. People are likely to achieve goals that are aligned with their values, are carefully developed, and are supported by others. This guidebook helps leaders and others identify their values and see how they impact goals; examine their values and goals as part of a bigger picture that features their career, self, family, community, and spirit; and develop a goal plan that includes action steps, a time frame, and a support structure for reaching these goals. The booklet contains a goal-planning worksheet and suggested readings. (DFR)

IDEAS INTO ACTION GUIDEBOOKS

ED 455 560

FOR THE PRACTICING MANAGER

Setting Your Development Goals

Start with Your Values

Bill Sternbergh and Sloan R. Weitzel

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AN IDEAS INTO ACTION GUIDEBOOK

Setting Your Development Goals

Start with Your Values

Ideas Into Action Guidebooks

Aimed at managers and executives who are concerned with their own and others' development, each guidebook in this series gives specific advice on how to complete a developmental task or solve a leadership problem.

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AN IDEAS INTO ACTION GUIDEBOOK

Setting Your Development Goals

Start with Your Values

Bill Sternbergh and Sloan R. Weitzel

Center for
Creative Leadership
leadership. learning. life.

The Ideas Into Action Guidebook Series

This series of guidebooks draws on the practical knowledge that the Center for Creative Leadership (CCL) has generated in the course of more than thirty years of research and educational activity conducted in partnership with hundreds of thousands of managers and executives. Much of this knowledge is shared – in a way that is distinct from the typical university department, professional association, or consultancy. CCL is not simply a collection of individual experts, although the individual credentials of its staff are impressive; rather it is a community, with its members holding certain principles in common and working together to understand and generate practical responses to today's leadership and organizational challenges.

The purpose of the series is to provide managers with specific advice on how to complete a developmental task or solve a leadership challenge. In doing that the series carries out CCL's mission to advance the understanding, practice, and development of leadership for the benefit of society worldwide. We think you will find the Ideas Into Action Guidebooks an important addition to your leadership toolkit.

Other guidebooks currently available:

- *Ongoing Feedback: How to Get It, How to Use It*
- *Becoming a More Versatile Learner*
- *Reaching Your Development Goals*
- *Giving Feedback to Subordinates*
- *Three Keys to Development: Defining and Meeting Your Leadership Challenges*
- *Feedback That Works: How to Build and Deliver Your Message*
- *Communicating Across Cultures*
- *Learning from Life: Turning Life's Lessons into Leadership Experience*
- *Keeping Your Career on Track: Twenty Success Strategies*
- *Preparing for Development: Making the Most of Formal Leadership Programs*
- *Choosing an Executive Coach*

Table of Contents

7 **Why Carefully Chosen Goals Matter**

8 **Exploring Your Values**

9 **Looking at the Big Picture**

Career

Self

Family

Community

Spirit

22 **Taking Action**

27 **Goal Planning Worksheet**

28 **Suggested Readings**

28 **Background**

29 **Key Point Summary**

Executive Brief

This guidebook is about changing the way you think about setting goals. It is about identifying goals that are important and meaningful. Creating those kinds of goals means taking stock of your values – what you believe and how you act to carry out those beliefs – in five key areas of your life: career, self, family, community, and spirit. Once you've identified what's really important you can create goals that will help you improve and carry out those values through your actions. The goals you create will be SMART: specific, measurable, attainable, realistic, and timed. Setting meaningful goals will reward you with real progress toward success in all areas of your life.

Why Carefully Chosen Goals Matter

It should come as no surprise to you that goal setting is an important factor in organizational and individual achievement. At work you've likely set financial goals, production goals, and other performance measures. In your private life you've no doubt set family or personal goals. Ideally, goals guide and motivate. They are objectives for change or improvement. But they don't always work out. People frequently forget or ignore their goals or allow them to become a cause of stress, frustration, and a sense of failure.

What gets in the way of reaching your goals? Through its research and work with thousands of executives, the Center for Creative Leadership has identified three main reasons why goals fail to inspire and motivate change:

1. The goal isn't valued – you haven't committed your mind *and* heart to the goal.
2. The goal isn't specific – your goal is too broad and overwhelming.
3. The goal isn't supported – you don't have someone to be your coach, cheerleader, or mentor.

On the contrary, you are likely to achieve goals that you align with your values and carefully develop, and that are supported by others. This guidebook will help you with those tasks. Following the activities in this guidebook, you will learn to:

- identify your values and see how they impact your goals
- examine your values and goals as part of a bigger picture that features your career, self, family, community, and spirit
- set a SMART goal – one that is specific, measurable, attainable, realistic, and timed

- develop a goal plan that includes action steps, a time frame, and a support structure for reaching your goals.

Exploring Your Values

Have you ever avoided a project at home or at work because your "heart wasn't in it"? Have you quit an exercise or weight loss program because you "couldn't get energized"? Have you ever told yourself, "I know I need to make some career changes, but I can't seem to find the time"? Why is it so easy to start with the best intentions but fail to see them through? A major reason may be that there is a disconnection between what you think you need to do and what you truly value.

When setting a goal, it's crucial that you motivate both your mind (what you think you should do) and your heart (what you value). If you align both you're more likely to set goals that are meaningful to you and that you are more likely to achieve. Too often people set goals based on their thinking alone. Their logical minds insist that the home repair project must be finished by the end of the month or that it takes working weekends to get that promotion. If you rely just on your logic as a guide to your goals, you limit yourself because your thinking can be influenced by the expectations, needs, and desires of others.

To avoid that trap you need to bring your heart into the picture. That's not always easy in a media-driven, image-laden world that's eager to tell you what it thinks you should do and should be but pays scant attention to what you *want* to do. To bring your heart back into the goal-setting process, examine how your goals align with your values – the underlying life principles you

believe are important. There's little motivation for success if you don't connect your goals to your values.

Leadership and Values

One aspect of effective leadership is the demonstration of your values in pursuit of something you believe in. When your leadership comes from the heart you present yourself with integrity and authenticity. People will follow your lead when they sense you are authentic and that your integrity is real.

Looking at the Big Picture

Once you can appreciate the overall importance of values in setting your goals, you can take stock of exactly what your values are. How do you spend your time and energy? What are you passionate about? What do you need to do more of? What should you cut back on? What is missing?

CCL has developed a framework to help you think about these questions. We suggest looking at five areas of your life – career, self, family, community, and spirit – and considering how in each of these areas you are living out your values. By reflecting on your life in this systematic way you can gain a clear perspective on what is important to you and get some ideas of what you might like to change or improve.

Each of the following sections includes an activity you can use to review your values and a series of questions that will help you think about goals you might set in each area of your life. By completing the work in each section you will lay the foundation for setting, planning, and achieving your goals.

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Career

♥ *Does your work align with the career you want?*

How much time each week do you devote to work? When you add up the time you spend on the road, with clients and customers, commuting, and checking voice mail or e-mail from home or from your hotel room, plus the occasional weekends you give up for business reading or to complete an important project, it amounts to a significant portion of your waking hours – perhaps anywhere from 60 percent to 80 percent of your daily life.

Given this level of commitment, it's only right that you periodically assess work-related values and your career goals. Take some time to reflect on your career to see more clearly what passions and motivations drive your working life. In the list of values on page 11, darken the circle under the "C" column next to those values that are most important to you when you think about your career. Focus on the career you imagine for yourself, not the work you are doing now.

Jeff's Story

One thing I grew up with is the idea that work is a privilege. My parents lived through the Depression and never took employment for granted. I accepted the first job I was offered right out of college, and for thirty years I've dedicated myself to my job and to this company. I take my work very seriously, with a true sense of obligation and duty. I recently realized that's why I've had such a hard time managing the twenty- and thirty-somethings on my team. They don't seem to appreciate dedication and loyalty. Now I'm working hard to understand how their perspective and experience is different than mine. One thing I'm doing differently is to talk with each person about what motivates them when we have our quarterly goal and performance reviews.

Align Your Values

Take some time to reflect on what's important to you in your life – the passions and motivations that are meaningful to you. In the list of values below, indicate those that are most important to you when you think about career, self, family, community, and spirit. You can mark a value more than once *(Example:* ● ● ○ ● ○ Achieving Goals). This will help you recognize core values that are important to many areas in your life.

C = Career **S** = Self **F** = Family **Co** = Community **Sp** = Spirit

C	S	F	Co	Sp	
○	○	○	○	○	Achieving Goals
○	○	○	○	○	Activity/Action
○	○	○	○	○	Advancement/Promotion
○	○	○	○	○	Adventure
○	○	○	○	○	Aesthetics
○	○	○	○	○	Affiliation/Belonging
○	○	○	○	○	Earning High Income
○	○	○	○	○	Authority
○	○	○	○	○	Autonomy
○	○	○	○	○	Balance
○	○	○	○	○	Challenge
○	○	○	○	○	Change/Variety
○	○	○	○	○	Collaboration
○	○	○	○	○	Competence
○	○	○	○	○	Competition
○	○	○	○	○	Courage
○	○	○	○	○	Creativity
○	○	○	○	○	Economic Security
○	○	○	○	○	Enjoyment
○	○	○	○	○	Fame
○	○	○	○	○	Family-like Environment
○	○	○	○	○	Fellowship
○	○	○	○	○	Friendship
○	○	○	○	○	Happiness
○	○	○	○	○	Helping Others
○	○	○	○	○	Humor
○	○	○	○	○	Influence/Impact
○	○	○	○	○	Integrity
○	○	○	○	○	Justice
○	○	○	○	○	Knowledge
○	○	○	○	○	Location
○	○	○	○	○	Love
○	○	○	○	○	Loyalty
○	○	○	○	○	Order
○	○	○	○	○	Personal Development
○	○	○	○	○	Physical Fitness
○	○	○	○	○	Recognition
○	○	○	○	○	Responsibility
○	○	○	○	○	Reflection
○	○	○	○	○	Self-respect
○	○	○	○	○	Spirituality
○	○	○	○	○	Status
○	○	○	○	○	Wisdom

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Review the value selections you've marked in regard to your career. Examine how your selections help you answer the following questions:

In what ways does your current job support or fulfill your values?

In what ways does your current job detract from or obscure your values?

What small, immediate actions could you take to help support your values in your current work?

What long-term goal can you set to connect your values to your career?

Self

♥ ***What do you enjoy doing?***

When was the last time you did something just for fun – something just for your own enjoyment, without strings attached or responsibility for results?

If you're like many busy professionals, taking care of yourself is the last thing on your mind. You've got deadlines to meet, projects and people to manage, and a busy travel schedule. You have commitments to your friends, your kids, your parents, your partner. You might think that making time for yourself is unnecessary and even selfish but, on the contrary, taking care of yourself is one of the most important gifts you can give to the people who matter to you.

Amy's Story

I've always been very ambitious and achievement oriented, working long hours and building my career. Two years ago I was promoted to division president. With the new challenges and increased responsibilities, I found myself working even longer hours. Soon after I took the job we went through a merger with a competitor. I realized that pushing myself to the limits prevented me from being an effective leader. I was tired, edgy, and began to lose the creativity and flexibility that had been my trademark. So I made a commitment to myself to meditate for one hour each morning. By slowing down and taking time out for myself each day, I've become more relaxed and focused. I've got more energy and my creative spark has returned.

Use the following activity to remind yourself of your passions and encourage you to take time for yourself.

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Taking Time for Yourself

Write down twenty things you love to do (play tennis, read, travel, dine with friends).

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

Return to the list of values on page 11. Darken the circle under the "S" column next to those values that are most important to you when you think about your self. Focus on what gives you energy and joy, not on what other people expect of you or what you think they expect of you.

Review your list of things you love to do and then compare it with the values you circled.

What strikes you about each list? (Many CCL program participants are surprised that they had difficulty listing twenty things they love to do.)

_____

_____

Which values are represented in the activities you listed on page 14?

_____

_____

What small, immediate actions could you take to support your personal passions and your well-being?

_____

_____

What long-term goal could you set to support your personal values?

_____

_____

Family

♥ ***What do you want your family to say about you when you're not with them?***

If someone did a performance evaluation on your relationship with family, what would it say? Would you get a glowing report and a sizeable bonus? Or would you hear such remarks as: "Needs to improve teamwork and communication"; "Not living up to potential"; or "Production is high, but quality is low."

Joe's Story

My father and I were close when I was really young. But after my younger brother died when I was a teenager, our relationship fell apart. I left home to go to college, then took a job far away and rarely visited my parents. Over the years, the distance and strain in the relationship grew. I would call home to talk to Mom, but Dad and I didn't have much to say beyond hello. When I was 35, a friend asked if I could tell my Dad anything, what would it be? I realized I wanted him to know that I loved him. So, as difficult as it was at first, every time I called home I said, "Dad, I love you." It slowly began to break the tension. That was four years ago. Our relationship is far from perfect, but we get along better than we ever did.

Most people say family is their top priority. Yet for many managers there seems never to be enough time or energy for family relationships. Again and again CCL participants say such things as: "I wish I spent more time with my family. I spent so much time working I missed the important times in their lives." It's never too soon or too late to set goals that will give you more focus on your family. Use the following activity to help you reflect on your family values and to bring your goals into line with those values.

Return to the list of values on page 11. Darken the circle under the "F" column next to those values that are most important to you when you think about your family. Focus on what you want when you think of your family, not on your current activities and commitments.

Reflect on the values you checked on the list.

How do your family relationships support or fulfill your values?

_____

_____

What do you notice about your family relationships that isn't aligned with your values?

_____

_____

What small, immediate, unconditional actions could you take to make an improvement in your family relationships?

_____

_____

What long-term goal could you set that is aligned with your values and that supports your family relationships?

_____

_____

Community

♥ ***How do you connect with others?***

What kind of spokesperson would you be for your neighborhood or community? Could you introduce newcomers to your neighbors? Fill them in on your community's politics, issues, or needs? Motivate them to help out with your favorite cause?

Jennifer's Story

I grew up in a small, close-knit town. When I graduated from the state university I took a job at an advertising agency in Chicago. My job was great, and I loved the excitement of city life. But after a while I began to feel lonely and depressed. I realized I missed the comfort and friendships of small-town living. After feeling sorry for myself for a while, I decided to introduce myself to a few neighbors. We started having potluck dinners for the building every other week. And a group of us just agreed to be tutors at the local elementary school. I've made some great friends and am doing something good in the community.

Community – neighbors, local schools, churches, charities, and social organizations – offers us the opportunity to give our time and talent in connection with others. A hectic pace in life can easily isolate or disconnect us from those around us. Whether you carry it out through formal roles, such as serving on a nonprofit board, or through casual activities, such as bringing dinner to a neighbor, becoming involved with and aware of your community can add an important dimension to your life.

Use the next activity to consider the ways you contribute to the quality of life where you live and how you might become more involved with your neighbors and community.

Return to the list of values on page 11. Darken the circle under the "Co" column next to those values that are most important to you when you think about your community. Focus on what you desire for your community, not your current involvement or time commitments.

Reflect on the values you marked.

How does your community life support or fulfill your values?

_____

_____

What is missing from how you live in your community?

_____

_____

What small, immediate actions could you take to make an improvement in your community or neighborhood?

_____

_____

What long-term goal could you set to support your community or neighborhood?

_____

_____

Spirit

♥ *How is your spirit?*

What does spirituality mean to you? Perhaps you have connections to a traditional religion. Perhaps you see your spirituality in terms of your culture or your sense of meaning in the world. Whatever your definition, over the years and through thousands of development experiences CCL has found that spirituality integrates and gives meaning to career, self, family, and community.

Nicole's Story

When I was a young girl, Sundays were set aside for church and family. A great deal of care was put into ironing clothes and preparing ourselves for morning services. Afterward, my mother's large family would gather for a big meal and visiting. Now I live far from family and travel extensively for my job, but I try to find ways to capture the reverence and ritual we placed on those Sundays. Sometimes it is as simple as singing a hymn, lighting a candle, or preparing a favorite meal. I find great comfort and peace in those small actions. It keeps me grounded and reconnects me to my true self.

Many people don't talk openly about spirituality. Even fewer think of finding or reclaiming their spirit when they set goals. But like other areas of life, spirit warrants your attention if you want to create meaningful goals and make changes.

The next activity provides an opportunity for you to reflect on the role of spirituality in your life and consider what you might do differently to connect to your spirit.

Return to the list of values on page 11. Darken the circle under the "Sp" column next to those values that are most important to you when you think about your spirit. Focus on your true desires and beliefs, not on external expectations or assumptions.

Reflect on the values you selected.

How does your current spiritual life support or fulfill your values?

_____

_____

What is missing? Where are you spirit-less?

_____

_____

What small, immediate actions could you take to support your spirituality?

_____

_____

What long-term goal could you set to have the spiritual life you want?

_____

_____

Taking Action

Reflecting on the changes you want to make to align your values with your goals is a preliminary step toward setting goals that are meaningful and achievable. Examining these five areas of your life – career, self, family, community, and spirit – is hard, thoughtful work. But it's only the first stage of setting goals. Now you should put that examination into action. The steps described on the following pages will help you do just that.

Anthony's Story

When I returned home after taking the CCL program, I spent a lot of time thinking about my values at work. I realized how much I value helping others and really get motivated by seeing others develop and succeed. In my current job, I work in a collaborative environment with people who are very experienced. I miss working with the younger employees who are in their first or second job. So, I wrote my SMART goal: I will develop a proposal to establish a mentoring program in my company. By March 31, I will have researched, written, and presented my proposal to the vice president of employee relations. My specific action for the next week is to do an on-line search of recent news articles about mentoring.

Step 1: Reflect

Look back through the previous activities in this guidebook and review your responses. Take time to reflect and to process your thoughts and feelings. Select five things (one from each area – career, self, family, community, and spirit) that you indicated you would like to change or do differently. Write them down as possible goals and indicate the values they support.

	Goal	Value
Career		
Self		
Family		
Community		
Spirit		

Step 2: Focus

Select one goal out of the five to focus on first. Write it down:

_____

Now, think about how to make your goal a SMART goal. A SMART goal is:

Specific. Write your goal with as much detail as possible.

Measurable. Identify quantitative targets for tracking your progress and results.

Attainable. Make certain that it is possible to achieve the desired result.

Realistic. Acknowledge the practical requirements necessary to accomplish the goal.

Timed. Build in specific deadlines.

Rewrite your goal as a SMART goal:

_____

SMART Goals Sampler

A worthwhile leadership goal for any manager might be:

I will become a better listener.

Without submitting the goal to the SMART process, the goal remains vague – it includes no steps a manager might take to reach it. Recast as a SMART goal, the same objective might look like this:

Every week for the next four weeks, when I am in a meeting with one of my direct reports I will end the meeting by saying, "Now if I understand you correctly, you said . . . " and I will paraphrase what was said to me. I will then check with that person to see if I have understood correctly by saying something like "Do I have that correct?" I will review my progress weekly.

Goals can also be used to improve life outside of work. But, like job-related goals, your personal goals will be more achievable if they are created in the SMART form. For example:

I will spend more time with my spouse.

After recasting this goal in the SMART form, it might look something like this:

Starting this Monday I will plan to spend 15 minutes with my spouse discussing what one thing we can do together that week that we would both enjoy. I will then make sure that whatever we decide to do, we do it before Sunday. I will let my spouse know that I will be responsible for making all arrangements. I will plan to do this every week.

Step 3: Plan

Break down your SMART goal into small, specific steps that will move you in the right direction. Begin by listing at least one action to take in the next week. Schedule a time to do it.

Step 4: Enlist Support

Think about family, friends, or co-workers whom you can inform of your new goal and ask for support. You may need a supporter in one or more of the following roles:

Counselor. A person who provides emotional support during difficulties.

Cheerleader. Someone who encourages you and expresses confidence in you.

Reinforcer. A person who rewards you for making progress toward your goal.

Cohort. Someone who is struggling with the same challenges you are and who can empathize.

Keep in mind that not everyone will be supportive of your goals. Carefully select whom you tell about your new goals – do not make yourself vulnerable to skeptics, critics, or anyone who might try to undermine your progress.

Write down the name of one or two people with whom you will share your goal and from whom you will enlist support.

Step 5: Revisit

Each week, revisit your goal. Assess your progress and decide what action you will take that week toward achieving your goal. Set new milestones as needed.

You can use this step-by-step process with other goals; however, CCL recommends that you focus on just one or two goals at first. If you choose, use the Goal Planning Worksheet on page 27 to summarize your goals.

Goal-setting Guidelines

- *Start small.* A little change can have a dramatic effect over the long haul.
- *Be persistent.* Stay focused on your goal and keep working toward it. Even if you never reach the goal, you will improve by trying.
- *Don't be afraid to fail.* Know you will struggle, fall back into old habits, and make mistakes. Pick yourself up. It's never too late to start over again.
- *Balance isn't equality.* Having balance means giving the appropriate – not an equal – amount of time and attention to the various areas of your life.

Carefully choosing and planning your goals is hard work. It takes time. It takes commitment. The rewards, however, are great. By aligning your head with your heart you will set meaningful, attainable goals that will reward you with real progress toward success in all areas of your life.

Goal Planning Worksheet

CAREER

Values _____

Goal _____

Action _____

Dates/Times _____

Support _____

SELF

Values _____

Goal _____

Action _____

Dates/Times _____

Support _____

FAMILY

Values _____

Goal _____

Action _____

Dates/Times _____

Support _____

COMMUNITY

Values _____

Goal _____

Action _____

Dates/Times _____

Support _____

SPIRIT

Values _____

Goal _____

Action _____

Dates/Times _____

Support _____

Suggested Readings

Browning, H., & Van Velsor, E. (1999). *Three keys to development: Defining and meeting your leadership challenges.* Greensboro, NC: Center for Creative Leadership.

Brutus, S., London, M., & Martineau, J. (1999). The impact of 360-degree feedback on planning for career development. *Journal of Management Development, 18*(8), 676-693.

Lee, R. J., & King, S. N. (2001). *Discovering the leader in you: A guide to realizing your personal leadership potential.* San Francisco: Jossey-Bass.

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Background

The goal-setting process described in this guidebook is based on a module of the Leadership Development Program (LDP)®, CCL's flagship program for senior managers. Since the program was introduced in 1971, thousands of participants have taken part in this developmental experience.

CCL has always emphasized an approach to leadership development that stresses self-awareness. Its research-based pro-

grams focus on recognizing the full range of the strengths, talents, experiences, challenges, and needs of each participant. That recognition is the foundation for developing as a leader.

CCL has also understood from the start that developing the capacity to lead is not something that can be accomplished by a single event. Through its research and experience, CCL has helped that understanding evolve into the knowledge that leadership must be developed by means of a continual and systemic process. Setting goals lays the groundwork for such a process and is an essential component of leadership and personal development.

Key Point Summary

CCL has identified three main reasons why goals fail to inspire and motivate change:

1. The goal isn't valued – you haven't committed your mind *and* heart to the goal.
2. The goal isn't specific – your goal is too broad and overwhelming.
3. The goal isn't supported – you don't have someone to be your coach, cheerleader, or mentor.

When setting a goal, it's crucial that you motivate both your mind (what you think you should do) and your heart (what you value). If you bring both into the picture you're more likely to arrive at goals that are meaningful to you and that you can achieve. To bring your heart back into the goal-setting process, examine how your goals align with your values – the underlying life principles you believe are important. There's little motivation for success if you don't connect your goals to your values.

Of course, to make all this work you need to know exactly what your values are. How do you spend your time and energy? What are you passionate about? What do you need to do more of? What should you cut back on? What is missing? CCL suggests looking at five areas of your life – career, self, family, community, and spirit – and considering how in each of those areas you are living out your values. Gaining this perspective will give you some ideas about what you might like to change or improve.

At this point you're ready to cast those ideas into the form of a SMART goal. A SMART goal is specific, measurable, attainable, realistic, and timed. After drafting your SMART goals, you can take action to achieve them. Plan how you can break your goals into small, specific steps that will move you in the right direction. Ask friends, family, and co-workers for their support as you work toward your goals. Revisit your goals at regular intervals to make sure you're on track and to re-energize your efforts.

Choosing and planning your goals is hard work. It takes time. It takes commitment. The rewards, however, are great. By aligning your head with your heart you will set meaningful, attainable goals that will help you make progress toward what you truly value in your life.

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FOR THE PRACTICING MANAGER

Setting Your Development Goals

This guidebook is about changing the way you think about setting goals. It is about identifying goals that are important and meaningful to five key areas of your life: career, self, family, community, and spirit. The goals you create will be SMART: specific, measurable, attainable, realistic, and timed. Setting meaningful goals will reward you with real progress toward success in all areas of your life.

LEAD CONTRIBUTORS

Bill Sternbergh helped design CCL's flagship Leadership Development Program (LDP). In his thirty years with the Center, he has worked internationally with scores of organizations and thousands of executives. He was appointed a CCL Senior Fellow in Leadership Education in 1992, holds an AB in psychology from Guilford College, and has completed graduate work in psychology at the University of North Carolina at Greensboro and the University of West Florida.

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